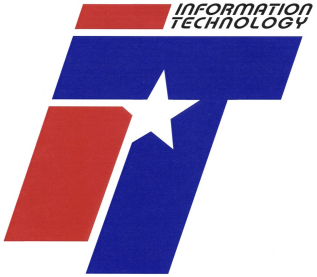


INFORMATION
TECHNOLOGY
DIRECTORATE

IT Directorate Status

Col Paul A. Law

Director, Information Technology

Air Force Flight Test Center

Why Change Is Needed

INFORMATION TECHNOLOGY DIRECTORATE

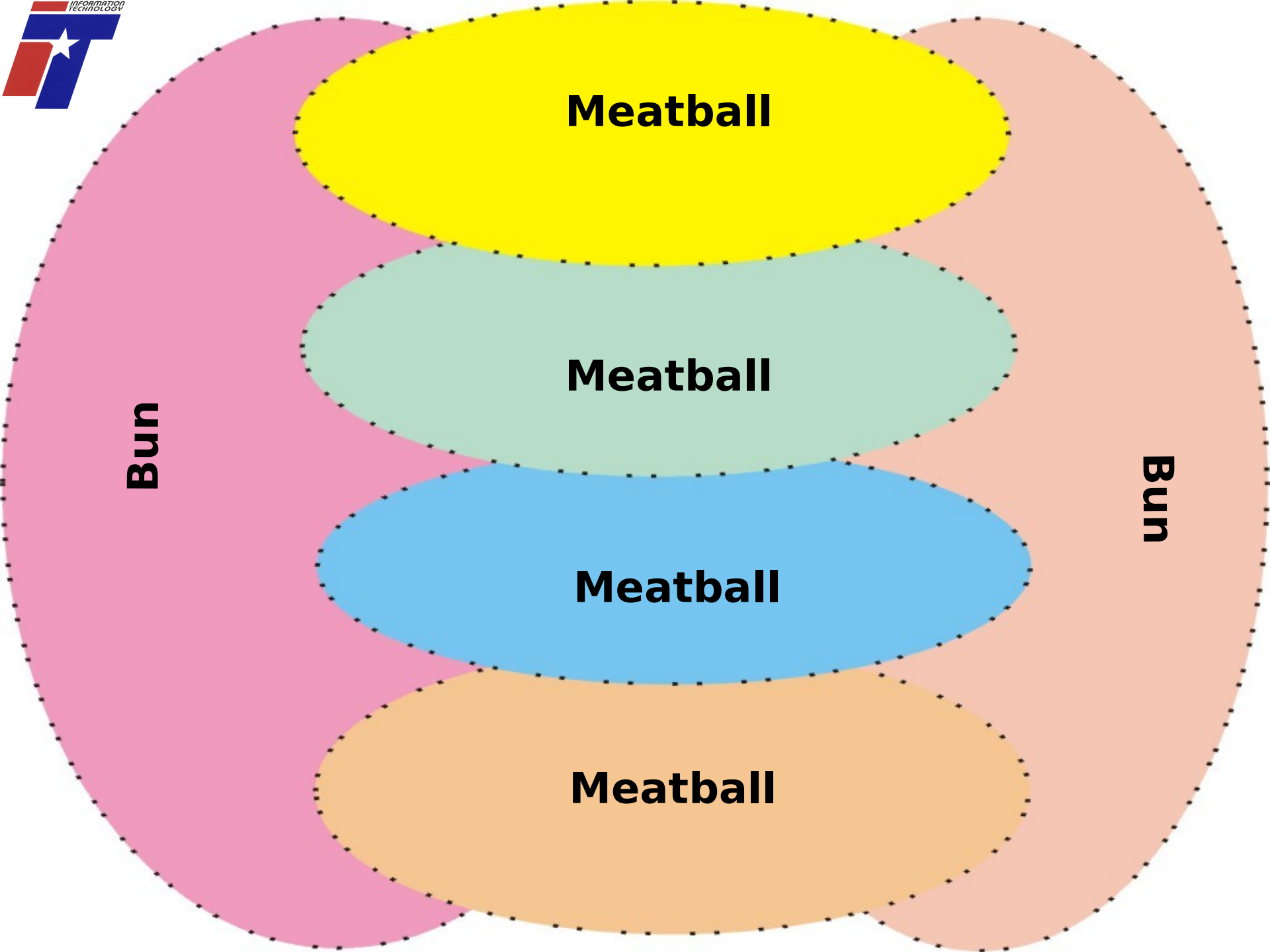
- IT Stand-up 5 September 2000
  - OCR developed with little CS/other organizations' input
- Process re-engineering proceeded slowly
  - Focused on the Manage Customer Request process
  - Some quick win (new processes) put in place
  - Most work still followed old process lines
  - Frustration levels climbed, IT looked better outside, but didn't feel better inside
- LRMBS grew from frustrations, but converges remarkably well with process re-engineering efforts to date.

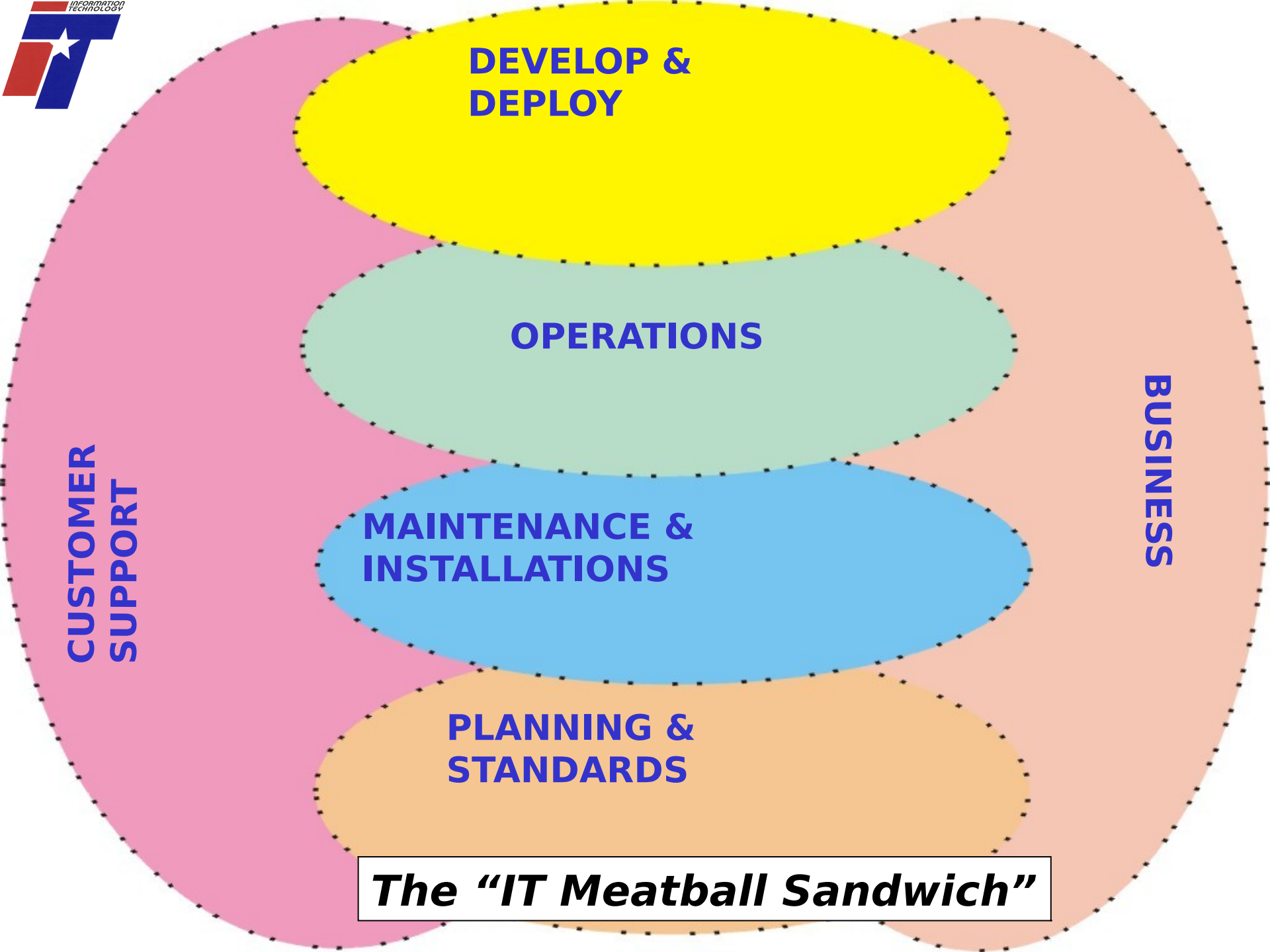
Why Change Is Needed

INFORMATION TECHNOLOGY DIRECTORATE

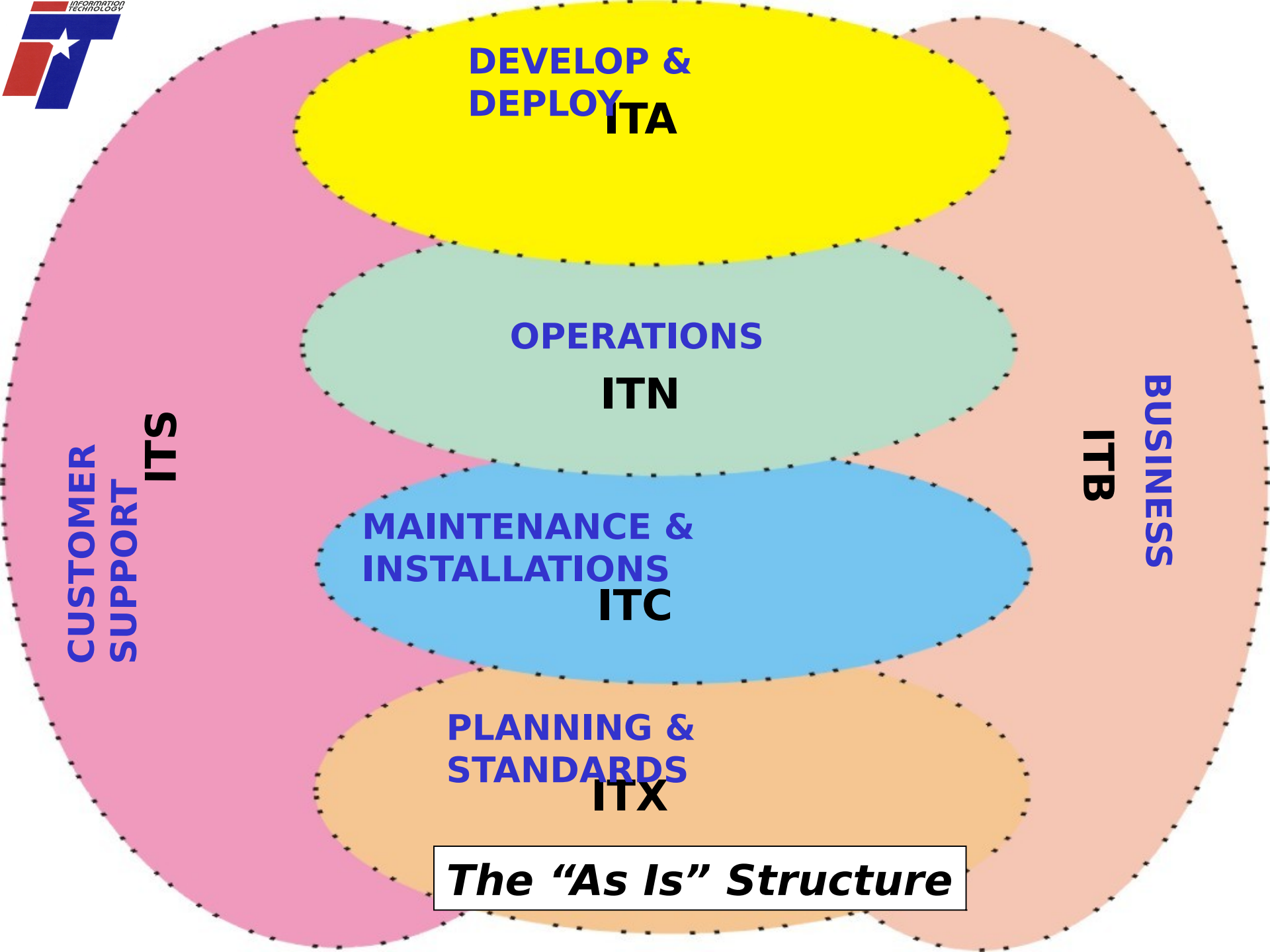
- Follows the “To Be” strategy for more efficient operations
- Implements a process-centric organization design
- Single-purpose work centers designed to right-size the work force
- No “independent agents” – Divisions must team to meet customer requirements

Law’s Radical Meatball Sandwich

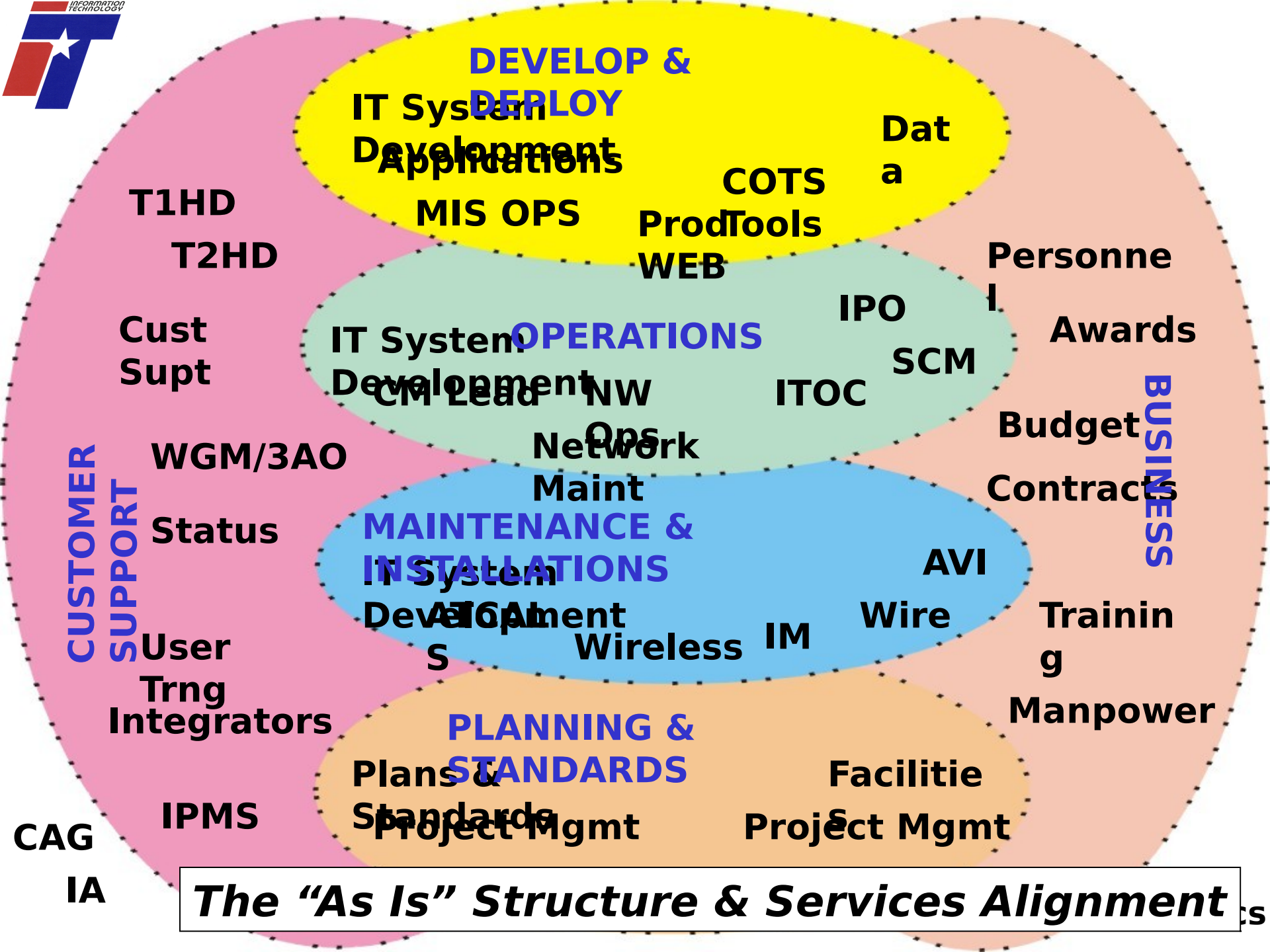

Meatball
Meatball
Meatball
Meatball
Bun
Bun



The "IT Meatball Sandwich"



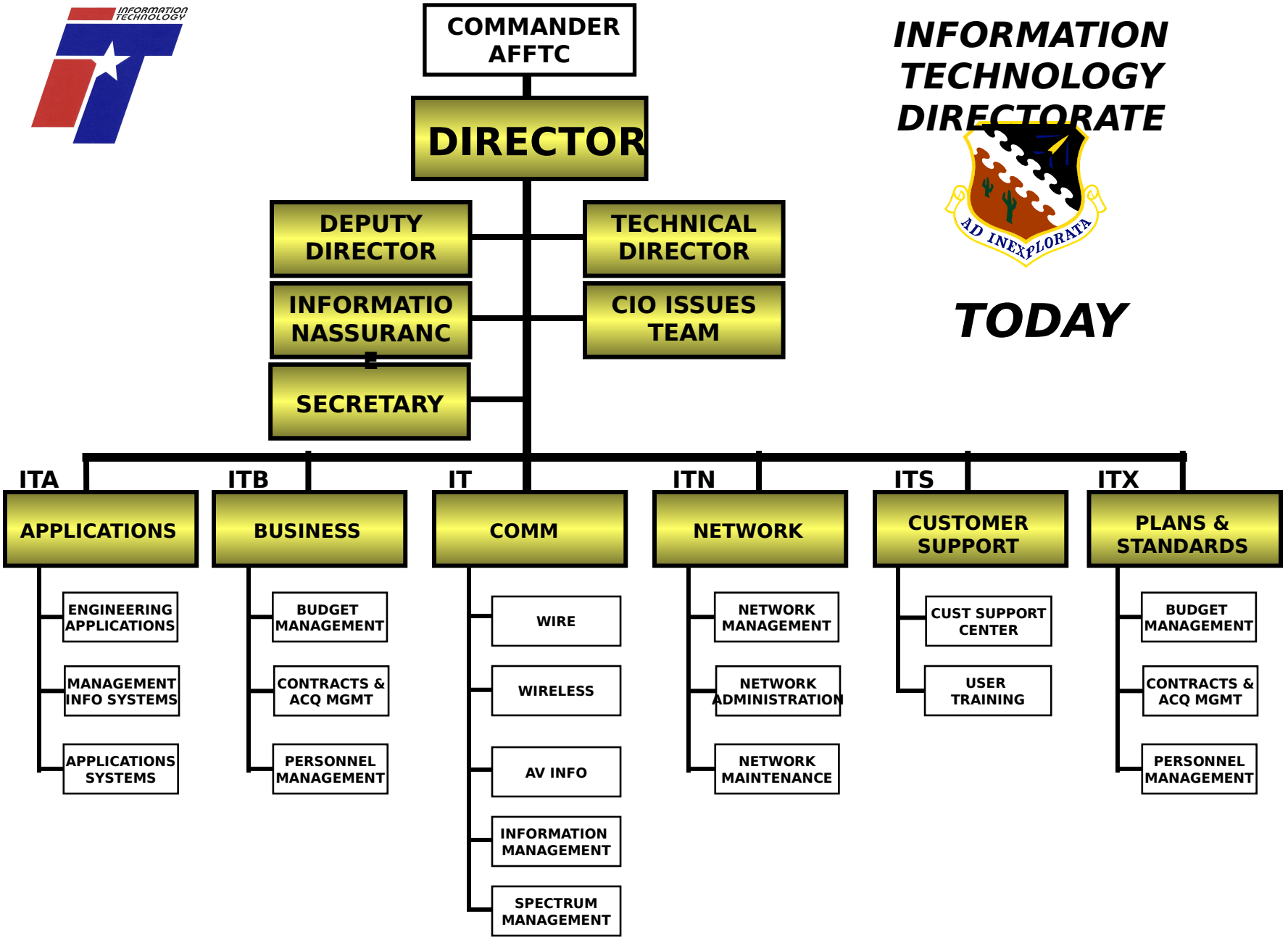
The "As Is" Structure

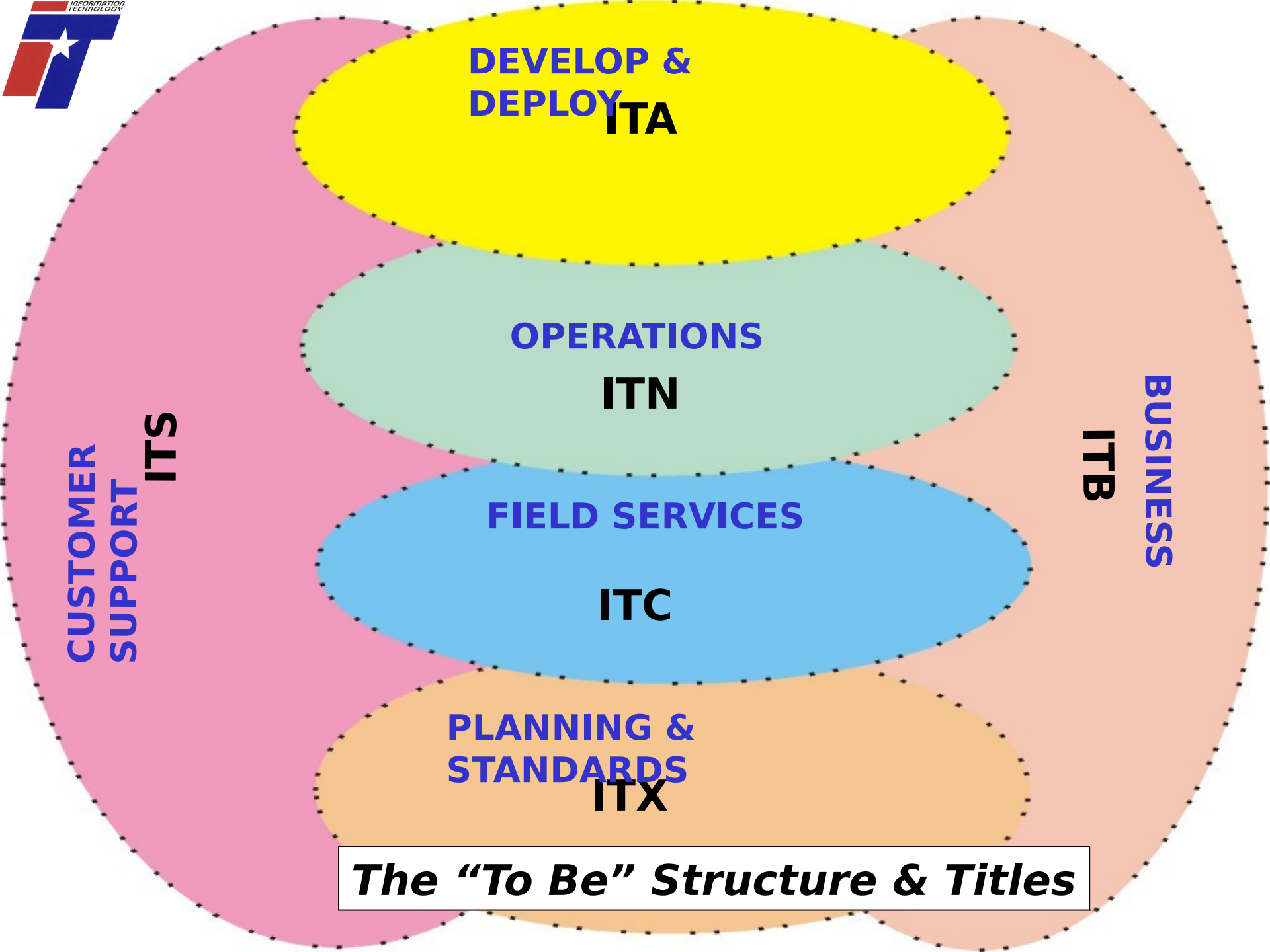


The "As Is" Structure & Services Alignment

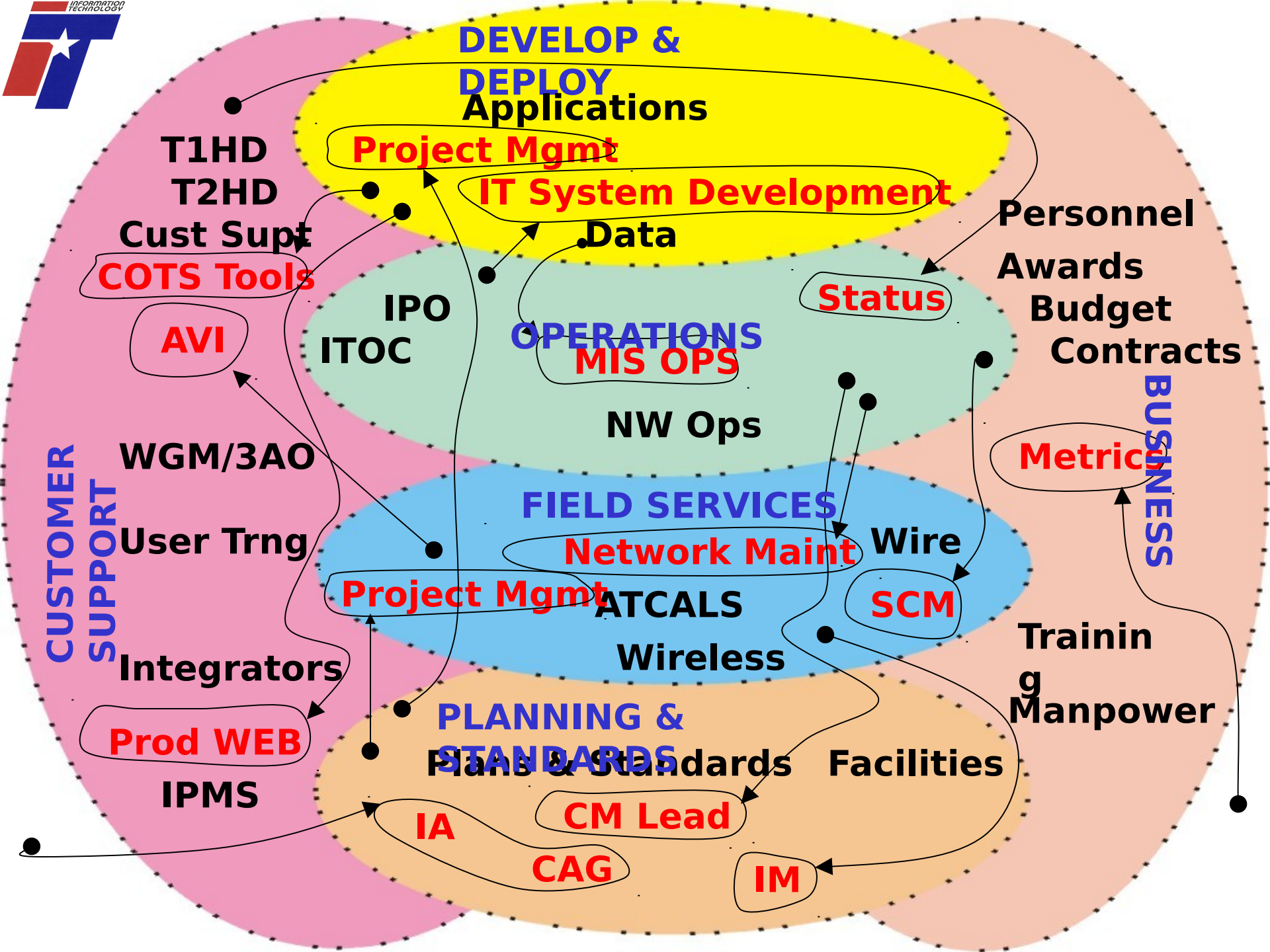
INFORMATION TECHNOLOGY DIRECTORATE

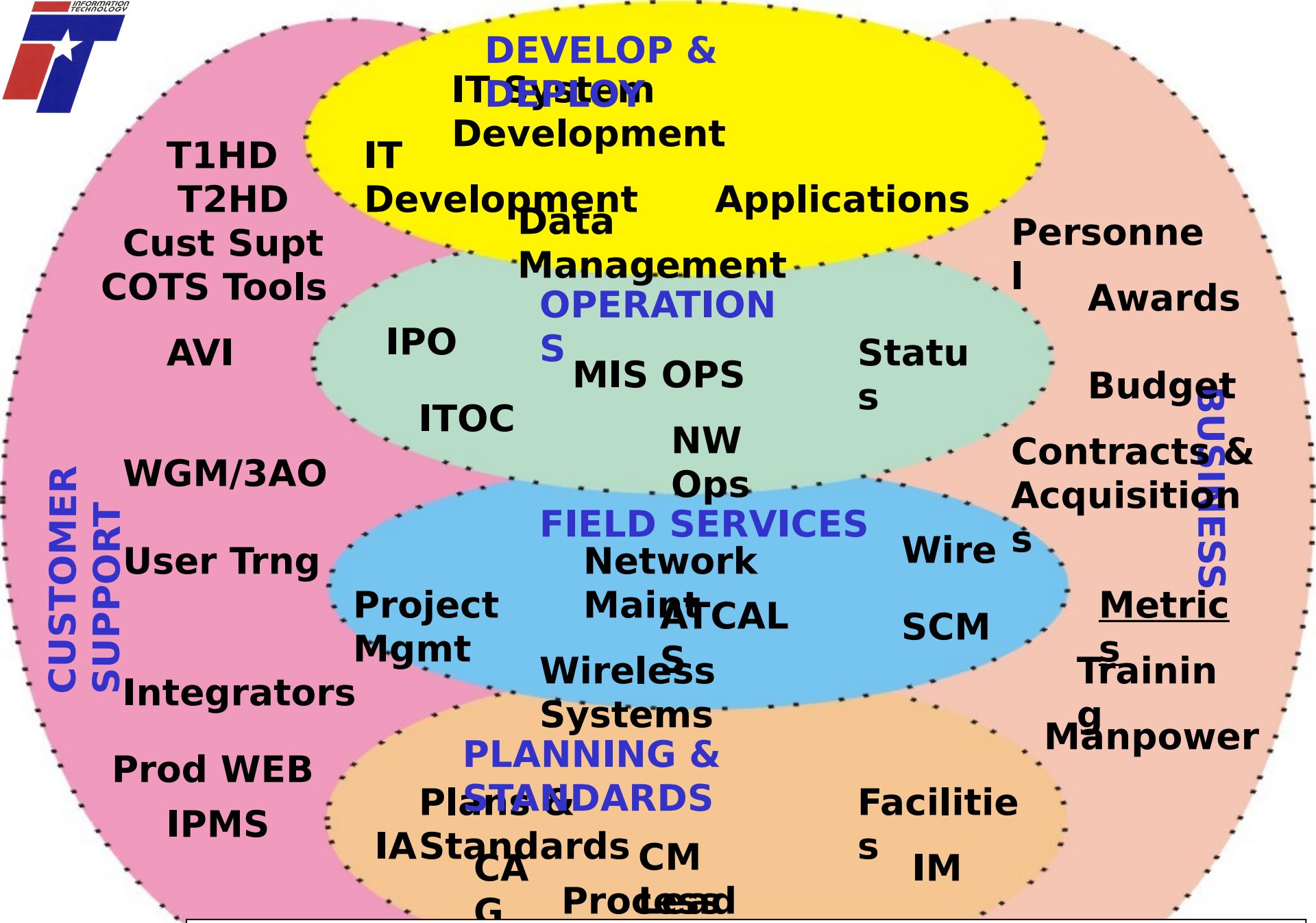
TODAY





The "To Be" Structure & Titles

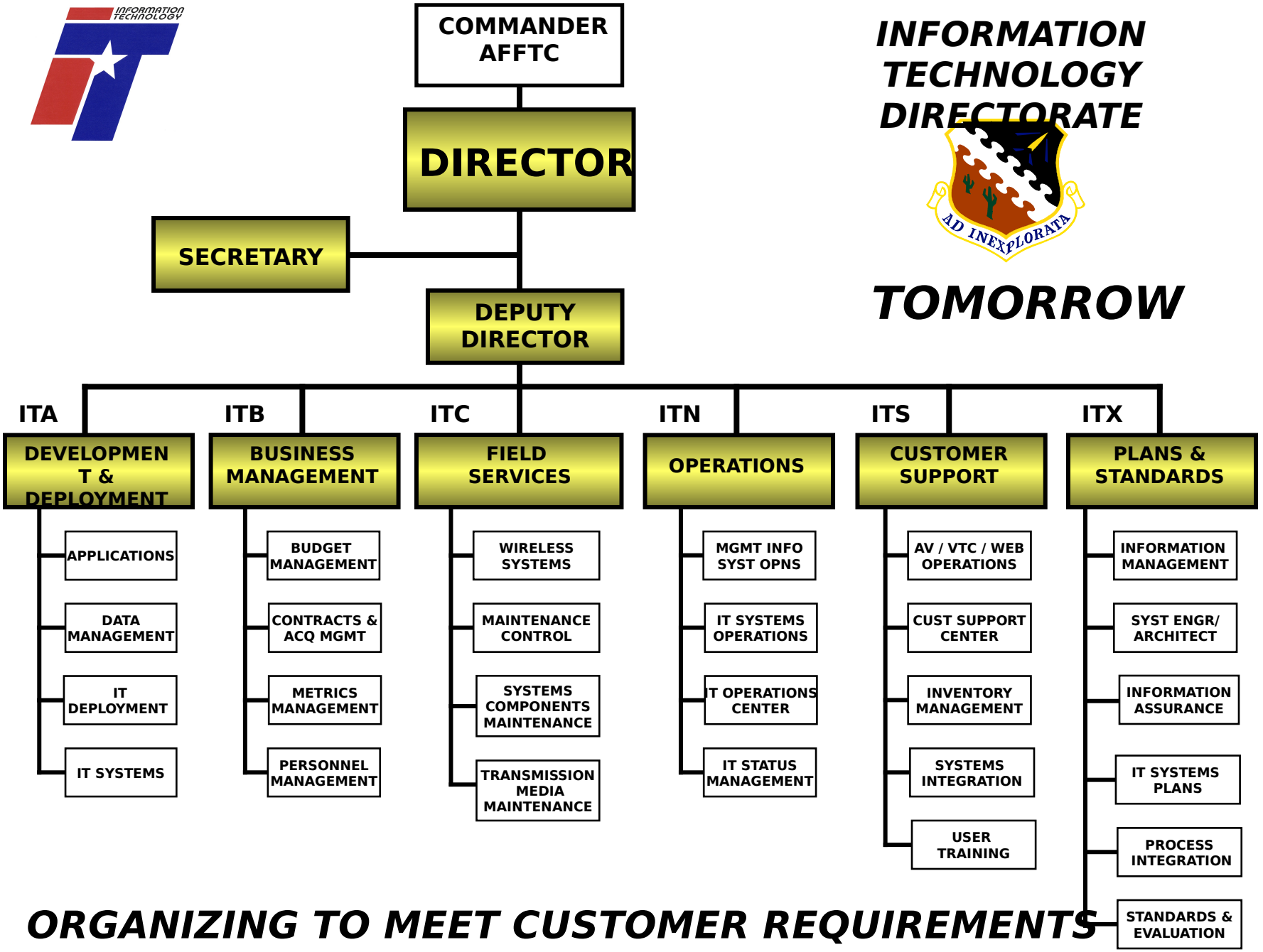

DEVELOP & DEPLOY
Applications
Project Mgmt
IT System Development
Data
T1HD
T2HD
Cust Supt
COTS Tools
AVI
IPO
ITOC
OPERATIONS
MIS OPS
NW Ops
Status
Personnel
Awards
Budget
Contracts
BUSINESS
Metrics
CUSTOMER SUPPORT
WGM/3AO
User Trng
Integrators
Prod WEB
IPMS
FIELD SERVICES
Network Maint
Project Mgmt
ATCALS
Wireless
Wire
SCM
Trainin
g
Manpower
PLANNING & STANDARDS
Plans & Standards
Facilities
IA
CM Lead
CAG
IM



The "To Be" Structure & Services Alignment

INFORMATION TECHNOLOGY DIRECTORATE

TOMORROW



ORGANIZING TO MEET CUSTOMER REQUIREMENTS

Governing

ITX

Manage Process

- Manage Process Requirements
- Manage Process Design
- Manage Process Development
- Manage Process Implementation
- Manage Process Maintenance
- Manage Process Improvement

ITX — Manage Planning

ITX — Manage Standards

ITX — Manage Security

Core

ITS

Manage Customer Relations

ITS

Manage Customer Requests

- Manage Customer Problems
- Manage Customer Requirements
- Manage Customer Consults

ITX — Manage Change

ITA — Manage Projects

ITA — Manage Development

ITA — Manage Deployment

ITN — Manage Operations

ITC — Manage Field Services

Enabling

ITB

Manage Resources

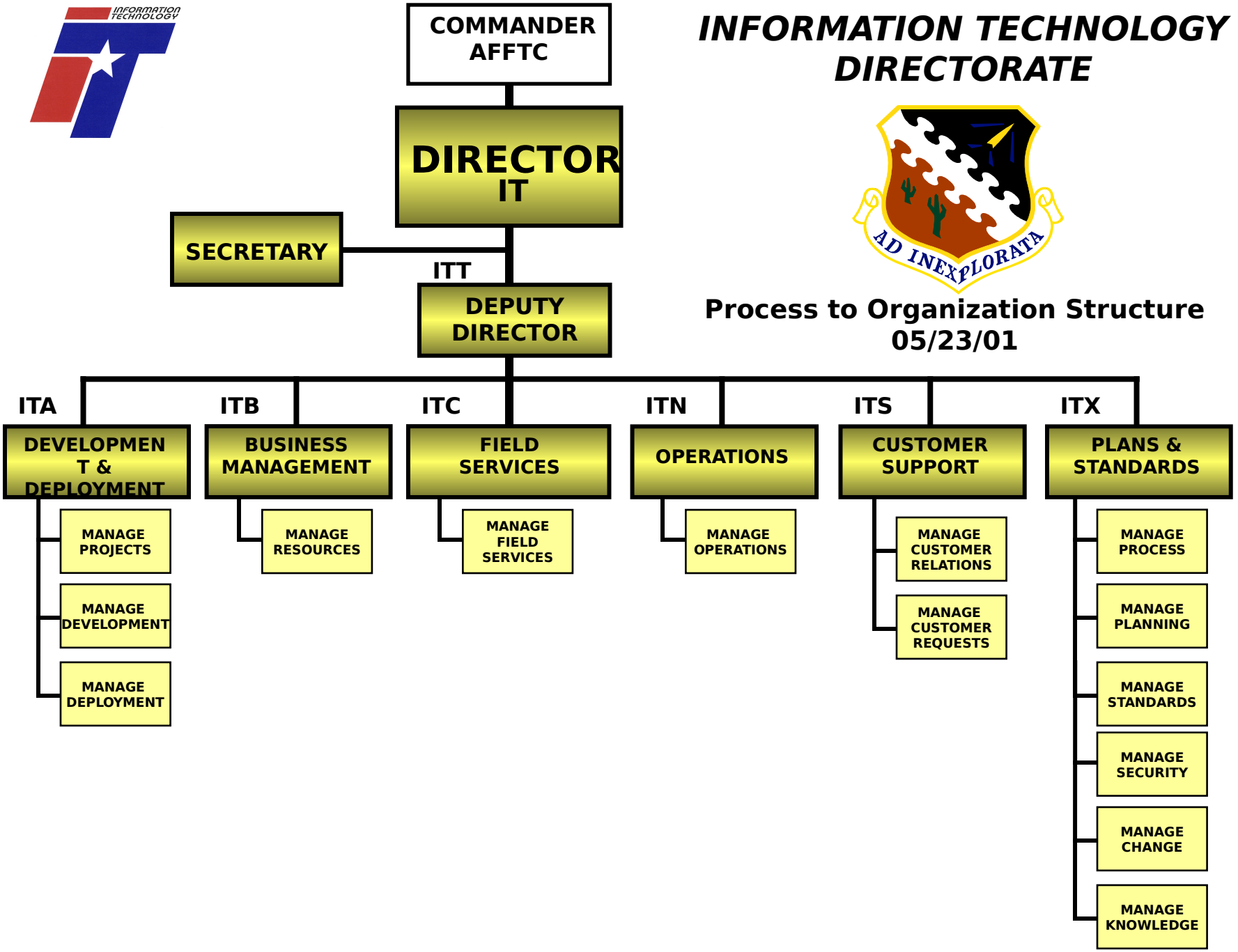
- Manage Financial Resources
- Manage Contracts & Acquisitions
- Manage Human Resources

ITX — Manage Knowledge

Process to Organization Hierarchy as of 5-23-01

INFORMATION TECHNOLOGY DIRECTORATE

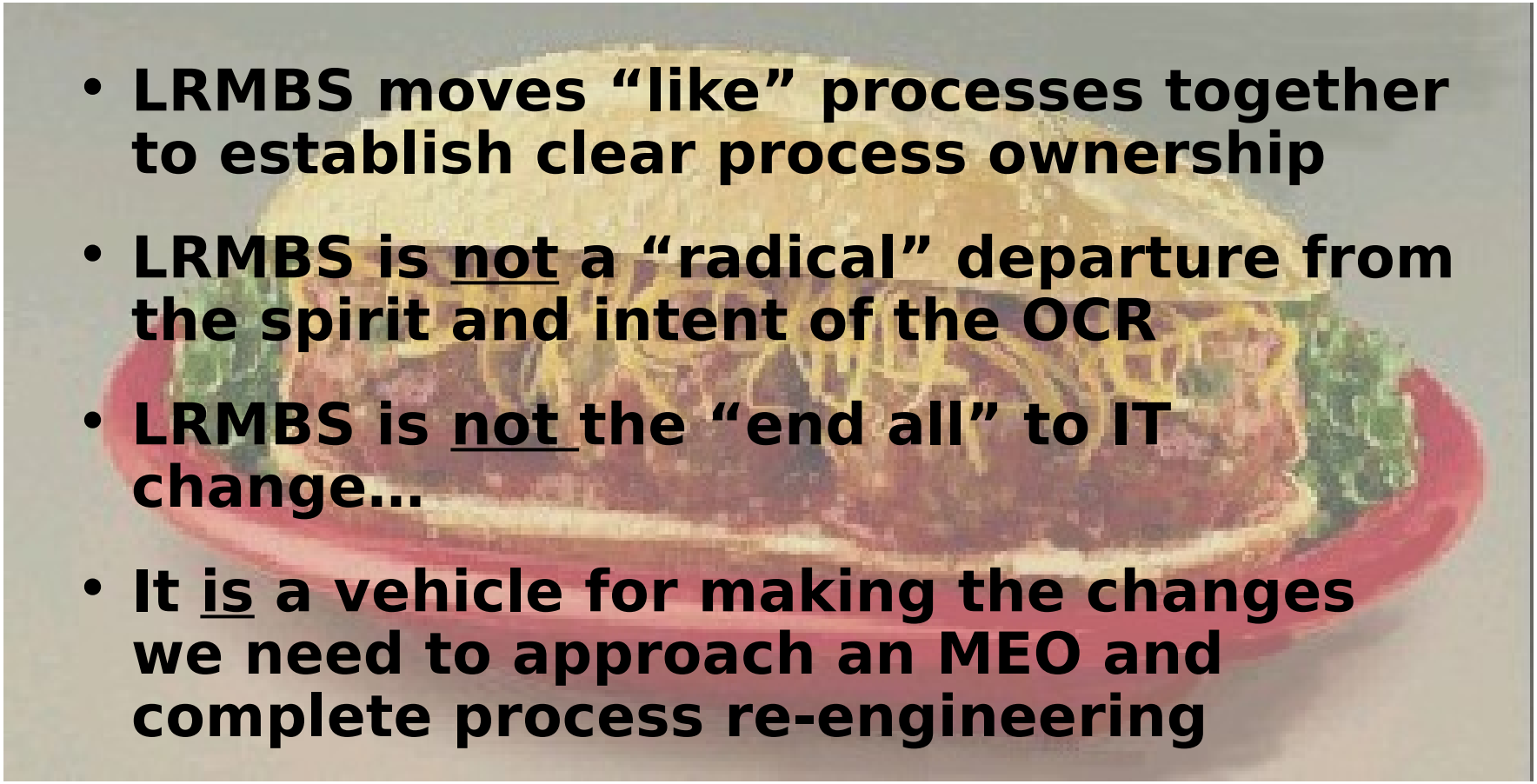
Process to Organization Structure
05/23/01



Reference: AFFTC/IT TEST PLAN 01-01, dated 04/23/01

AFFTC/IT MILESTONE	PLANNED START	PLANNED COMPLETION
Form Leadership Team	1 Aug 00	1 Aug 00
Initial Standup of IT Directorate	1 Sep 00	1 Sep 00
OCR Approval	1 Oct 00	1 Oct 00
Form IT Initial Campus (Bldgs 3940, 3950)	1 Nov 00	1 Jan 01
Priority Sequence to Reengineer IT Processes:	18 Feb 01	29 Jun 01
Manage Process	1 Sep 01	25 May 01
Manage Customer Request	30 May 01	29 Jun 01
Manage Operations	21 May 01	29 Jun 01
Manage Field Services	2 Jul 01	28 Sep 01
Manage Change	2 Jul 01	28 Sep 01
Manage Customer Relations	2 Jul 01	28 Sep 01
Manage Planning	2 Jul 01	28 Sep 01
Manage Standards	29 Sep 01	7 Dec 01
Manage Projects	29 Sep 01	7 Dec 01
Manage Development	29 Sep 01	7 Dec 01
Manage Deployment	29 Sep 01	7 Dec 01
Manage Resources	29 Sep 01	7 Dec 01
Manage Knowledge	29 Sep 01	7 Dec 01
Manage Security	29 May 01	10 May 02
Implement Reengineered Processes	9 Mar 01	31 Jul 01
IT FY 03 – 08 Strategic Plan	18 May 01	31 Jul 01
IT FY 02 Tactical Plan	9 Mar 01	15 Aug 01
AFFTC Enterprise Architecture V 1.0	1 Oct 00	31 May 02
Workforce Shaping – Rightsizing	4 Sep 02	30 Sep 02
Test Process & Report to HHQ		

Summary



- **LRMBS moves “like” processes together to establish clear process ownership**
- **LRMBS is not a “radical” departure from the spirit and intent of the OCR**
- **LRMBS is not the “end all” to IT change…**
- **It is a vehicle for making the changes we need to approach an MEO and complete process re-engineering**